

Financial Services Firm Navigates Reorganization Using Strategic Change Initiative

CHALLENGE

When the leadership team of one of the world's largest financial services companies was looking for ways to enhance long-term competitiveness and profitability, they decided to combine three subsidiary organizations into a single company.

The decision called for the integration of key processes, systems, and technology across the subsidiaries over a period of 12 to 18 months. The leadership team was concerned about the impact that this change would have on employees. Nearly every employee, they reasoned, would likely experience a mild degree of uncertainty regarding the future—and the employees in the areas most significantly impacted by the integration would potentially feel higher degrees of ambiguity and concern, if not actual fear. All of this endangered not only the strategic subsidiary integration, but also morale, performance, and productivity within the entire enterprise.

SOLUTION

Linkage developed and implemented a change management initiative that would provide employees with the skills, knowledge, and tools to assist them with the transition process and to help regain productivity in the organization quickly. Linkage designed and facilitated half-day manager and employee sessions nationwide to help individuals understand the process that they would be going through—and to develop action plans that would enhance their ability to successfully grow and remain productive through this time of significant change.

The customized, four-day *Leading Organizational Transition Train-The-Trainer Program* was delivered to 20 internal trainers. The curriculum provided a framework and tools to help employees deal successfully with organizational change—and equipped key stakeholders with the necessary resources to facilitate ongoing, long-term change management. Linkage also conducted half-day facilitator certification sessions that emphasized key facilitation skills and applications to further enhance the effectiveness of the internal trainers.

RESULTS

As a result of the transition programs and strategic change initiative, the company has helped ensure the success of the strategic integration of the three subsidiaries. The leadership team developed a context for the current initiatives that is designed to support the translation of values into measurable behaviors across the company. They also implemented a model for balancing small, local interventions with consistent, large-scale messaging around change. Strong facilitation skills were developed in its HR/OD leadership team—as well as a game plan to powerfully deploy these skills. And finally, the firm now has an integrated and lasting approach to managing complex change within the enterprise.